

## **Prevention and Re-Housing Options for Families who are Homeless**

Moderator:

Liz Rogers is Executive Director of the Interagency Council on Housing and Homelessness. The ICHH is leading a 5-year strategic plan to end homelessness in the Commonwealth, a major initiative of the Patrick-Murray Administration. The ICHH is chaired by Lieutenant Governor Timothy P. Murray. Prior to the ICHH, Liz was Senior Director of Community Impact at United Way of Massachusetts Bay and Merrimack Valley. In that role she guided strategies and their execution in the areas of housing and asset building. She developed and managed United Way's Housing First Initiative that built capacity of homeless service providers to implement housing-based solutions for families.

Panelists:

Peter A. Gagliardi has been the Executive Director of HAP, Inc. since 1991. Prior to coming to HAP, Mr. Gagliardi served as Director of Private Housing for the Massachusetts Executive Office of Communities and Development and Director of Field Operations for the Massachusetts Housing Partnership where he oversaw the development of more than 190 local housing partnerships. He also served as Associate Executive Director of Rural Housing Improvement, Inc. in Winchendon, MA from 1973–1986. Mr. Gagliardi holds a degree in Government from Harvard University and teacher certification from Fitchburg State College. He did graduate work in Politics at Brandeis University. He completed the Achieving Excellence in Community Development program at the Kennedy School of Government at Harvard University.

Grace Carmark began her career as a community organizer with Massachusetts Fair Share, working with low-income families in the neighborhoods of the City of Worcester in the 1980's on issues of safe, affordable housing; voter registration and participation and issues of social and economic justice. Grace joined the Worcester Committee on Homelessness and Housing in 1993 as the Coordinator of Public Education and Advocacy. The Committee merged with the Worcester Housing Information Center in 1994 to form the Central Massachusetts Housing Alliance, where she has served as the Executive Director since 1988.

## **Public Housing Revitalization and Reform**

Moderator:

James Stockard is an expert in affordable housing and community development. As a principal for over twenty-five years with the Cambridge-based consulting firm Stockard & Engler & Brigham, he has worked with non-profit groups and public agencies across the country on such issues as affordable housing development, property management, neighborhood revitalization, and supportive service planning. Shortly before coming to the Harvard University Graduate School of Design, he served as the court-appointed Special Master for the Department of Public and Assisted Housing in Washington, DC. Mr. Stockard has taught courses on housing policy at Massachusetts Institute of Technology's School of Architecture, Tufts University, and the Design School. He is the co-author of *Managing Affordable Housing*, and wrote the epilogue in *New*

Directions in Urban Public Housing. He was the Principal Investigator for the Public Housing Operating Cost Study commissioned by the U.S. Congress. Mr. Stockard has served as a Commissioner of the Cambridge Housing Authority for thirty years (including six terms as chair), and is a founding Trustee of the Cambridge Affordable Housing Trust Fund.

Panelists:

Patrick Dober is the Executive Director of the Brookline Housing Authority. In previous positions he was a Deputy Director at the Cambridge Housing Authority and a Principal at firms providing tax credit investment funds to affordable housing developments. He also worked in Washington as a legislative aide to Congressman Barney Frank. He has been involved in many Mixed Finance public housing projects.

Lizbeth Heyer joined the staff at DHCD in 2007, initially as the Director of Program Development and since late 2009, as the Associate Director of Public Housing and Rental Assistance. She's a leader in gubernatorial initiatives to reduce family homelessness, expand affordable housing resources for extremely low income households and preserve the 45,600 unit state-aided public housing portfolio. Lizbeth's affordable housing career began in 1986 as a community organizer with the Massachusetts Tenants Organization where she led local, state and national efforts to preserve expiring-use housing. Following graduate school at MIT, Lizbeth worked as a project manager at the Jamaica Plain Neighborhood Development Corporation, eventually becoming Associate Director of Development. Over her 15 years at the JPNDC Lizbeth developed affordable housing and mixed-use projects totaling over \$80M, several of which involved non-profit and for-profit partners including the acquisition and re-development of the 3.5 acre historic Blessed Sacrament property.

## **Affordable Rental Housing: Opportunities and Challenges**

Moderator:

Kate Racer is an associate director of the Massachusetts Department of Housing and Community Development. Her primary responsibility is the Department's Division of Housing Development, which oversees the allocation of low-income housing tax credits, the distribution of state HOME funds, the annual distribution of approximately \$80 million in state housing funds, and compliance monitoring for the Department's portfolio of almost 40,000 privately owned units. The Department annually allocates approximately \$14 million in federal tax credits, \$10 to \$20 million in state tax credits, and approximately \$7 million in federal HOME funds. Kate has served as associate director or acting assistant secretary of the department for the past 20 years. Prior to assuming her current position, she was director of the state's affordable homeownership program and special assistant to the Governor's Cabinet Secretary for housing.

Panelists:

Tilman Lukas is a principal of MBL Housing and Development, Inc. He served as Director of Development and Assistant Executive Director for Operations at the Housing Allowance Project

Inc and has over 20 years of experience in construction and housing development. Tilman Lukas has extensive experience in project management, housing construction, housing policy, affordable housing development, lead paint abatement and environmental regulations. He has been responsible for the largest Section 8 moderate rehabilitation program in the nation that resulted in the creation of over 1,300 rehabilitated housing units.

Chrystal Kornegay assumed the combined position of President and CEO at Urban Edge in Roxbury, Massachusetts on January 1, 2011 after having served Urban Edge for 11 years, most recently as CEO. Prior to her tenure at Urban Edge Chrystal was project manager at The Community Builders. With more than 20 years of experience in the community development field, Chrystal oversees Urban Edge's major program areas including affordable housing development, neighborhood and community organizing, property ownership and asset management, and community-based asset building programs. She is responsible for the organization's strategic, financial, programmatic and operational management as well as its senior management team and the Urban Edge Board of Directors.

Clark Ziegler joined the Massachusetts Housing Partnership shortly after it was established in 1985 and became Executive Director when MHP was incorporated as a quasi-public state agency in 1990. Under his leadership, MHP has secured \$1.1 billion in long-term lines of credit and \$54 million in grants from 19 banking institutions including Bank of America, Sovereign, BNY/Mellon, Citizens Bank and TD Bank. MHP uses these funds to provide long-term financing for affordable housing and neighborhood development. Since its inception MHP has provided financing or technical assistance in more than 315 cities and towns. It has financed more than 17,000 units of affordable rental housing and more than 15,000 affordable homes for low-income first-time buyers.

## **Housing that Works**

Moderator:

William Fulton, AICP, is Vice President for Policy and Programs at Smart Growth America (SGA), a national organization dedicated to researching, advocating for and leading coalitions to bring smart growth practices to more communities nationwide. Fulton is also the Director of Governors' Institute on Community Design, a technical assistance program administered by SGA that advises governors and state leaders as they seek to guide growth and development in their states. A former Mayor of Ventura, CA, Fulton joined SGA after a long career as an urban planner, author, professor, and politician in California. As a practicing urban planner and economic development consultant, Fulton has worked on a wide variety of projects, including local transit-oriented development plans, a GIS tool to identify and quantify infill development potential; transferable development rights programs; and California's recent transition away from redevelopment.

Panelists:

Barry Bluestone is the founding Director of the Dukakis Center for Urban and Regional Policy, and the founding Dean of the School of Public Policy & Urban Affairs at Northeastern University in Boston, Massachusetts. At the Dukakis Center, Bluestone has led research projects

on housing, local economic development, state and local public finance, and the manufacturing sector in Massachusetts. At the School of Public Policy and Urban Affairs, he has co-chaired the Open Classroom series, a graduate seminar on critical social issues open free to the public each semester. He was also part of the team that developed the school's Master's Program in Urban and Regional Policy (MURP). He currently serves as a member of the advisory council to the Massachusetts Executive Office of Housing and Economic Development as well as the Massachusetts Executive Office of Administration and Finance. He served on the Governor's Economic Development Strategy Council and is now an executive board member of the Governor's Advanced Manufacturing Collaborative.

Jessica Casey joined the Executive Office of Housing and Economic Development in August 2011. As the Director of Policy Development & Implementation, Jessica leads research and strategic policy development in the areas of housing production and economic development, and manages the implementation of those policies. She develops, conducts and coordinates stakeholder outreach and education campaigns to advance policy implementation and adoption. In addition, Jessica develops technology-driven data collection and analysis strategies, such as the MassWorks Infrastructure Program Online Application Tool, to improve efficiencies and evaluate effectiveness of policies. Prior to her role at the EOHEd, Jessica worked with the Kitty & Michael Dukakis Center for Urban and Regional Policy, where she co-authored publications on housing policy and presented academic research at National policy conferences.

James (Arthur) Jemison is the Deputy Undersecretary of Housing for the Commonwealth of Massachusetts. Directly and through its quasi-public agencies, DHCD partners with cities and towns, development interests and non-profits to revitalize neighborhoods and plan, develop and retain affordable housing in the Commonwealth. Before joining the Patrick-Murray Administration, Arthur spent 18 years in the public and private sectors, in both planning and development consultant roles. Most recently, Arthur was a Senior Project Manager at GLC Development Resources a planning and development consultancy in Boston, where he managed major-mixed use, mixed-income planning initiatives including the Jackson Square (Jamaica Plain & Roxbury), Whittier Street Health Center (Roxbury) and the Boston Renaissance Charter School (Hyde Park). He also was a team member for the successful Boston Housing Authority Old Colony HOPE VI application in South Boston. Arthur also led planning efforts in several Commonwealth Gateway Cities, including the South End neighborhood of Springfield, now a recipient US HUD Choice Neighborhoods planning grant award.

## **Gateway Cities: Innovative Strategies for Revitalization**

Moderator:

Kimberley Driscoll began her first term as Mayor of the City of Salem in January, 2006. She is the City's first woman Mayor and prior to being elected served as the Deputy City Manager for the City of Chelsea, Massachusetts. She also spent four years as Corporation Counsel to the City of Chelsea. Mayor Driscoll has an extensive background in planning and land use development, having worked as a real estate and commercial development attorney in private practice, as well as serving as the Community Development Director for the City of Beverly and as an Assistant Planner for the City of Salem. In addition to her appointive posts, Mayor Driscoll previously

served two terms on the Salem City Council. During Mayor Driscoll's first year in office, she worked on professionalizing all aspects of local government in Salem, including resolution of a looming multi-million dollar budget deficit. She brings a wealth of municipal experience to the position and has initiated several projects aimed at enhancing Salem's reputation as a wonderful community to live, work or visit. Most notably, under the Mayor's leadership the City has restored financial stability while embracing new projects and programs such as a city-owned ferry service to and from Boston; an updated community web site aimed at improving transparency and customer service; and a complete re-organization of city government aimed at reducing redundancies and streamlining operations.

#### Panelists:

Deanna L. Ruffer served as the Community Development Director for the City of Pittsfield for eight years (September 2004 to September 2012). Her responsibilities for the City included planning, land use permitting, housing, neighborhood development, economic development, open space management, and recreation activities. Prior to going to work for the City of Pittsfield, Deanna was an independent consultant to economic development and planning organizations, business and professional associations, state agencies, regional authorities, local governments and private companies. Before establishing her own firm, Ms. Ruffer was a Vice President with the international environmental and infrastructure consulting firm of Roy F. Weston, Inc. Ms. Ruffer spent over 16 years working from the Atlanta, Georgia metropolitan area, relocating to Massachusetts in 2000 to be closer to family. She is now the Community Development Director for the Town of Chatham, MA.

Marc Dohan is the Executive Director of the Twin Cities Community Development Corporation of Fitchburg and Leominster. Prior to that, he worked as a lawyer and a community organizer. Twin Cities CDC has set a performance challenge to make the Elm Street Area neighborhood (Fitchburg's Gateway City Neighborhood) as good as a typical Fitchburg neighborhood. In Leominster's Gateway Neighborhood the agency redeveloped one of the properties that served as a barrier to the neighborhood. Marc is currently serving as Chair of the Board of the Massachusetts Association of Community Development Corporations.

## **Housing our Veterans**

#### Moderator:

Coleman Nee is a veteran of the United States Marine Corps and Operation Desert Storm. He has worked as Undersecretary of Veterans' Services since 2008. During that time, the Department created a number of new initiatives to increase access to services available for veterans, including the over 30,000 returning Massachusetts veterans from the Global War on Terror. Additionally, Nee oversaw the creation of the Statewide Advocacy for Veterans' Empowerment (SAVE) program, a first-in-the-nation initiative to support veterans and their families coping with the stresses of returning from war and assist them in obtaining veterans benefits and services. His team successfully competed for over \$1 million in federal workforce development funds to train and place veterans in employment, and led new outreach efforts to homeless veterans and families, the Women's Veterans Network, and disabled veterans. Prior to his

service with the Commonwealth, Nee has worked in the fields of public policy advocacy and corporate communications for over 20 years. In 2001 and 2006, Mr. Nee was an Executive Member of the Congressional Medal of Honor Society Convention Committee, which succeeded in bringing the society to Boston for its annual convention twice in five years.

Panelists:

Jack Downing has been the driving force behind Soldier On (then known as the United Veterans of America) since 2001. Under Jack's leadership, Soldier On has developed innovative programs in housing and clinical services for veterans including the Berkshire Veterans Residence, which opened in the fall of 2004. Over his years with Soldier On, Jack has expanded important partnerships with the Department of Veteran's Affairs, the Department of Housing and Urban Development, the Massachusetts Department of Veteran's Affairs, the Department of Labor, and the Massachusetts Department of Housing and Community Development on behalf of formerly homeless veterans. Jack has been a dedicated member of the community for more than 35 years, and his experiences helping the addicted, incarcerated, mentally ill, and homeless individuals have been integral to his vision and mission at Soldier

Elizabeth Collins, has been employed with Peabody Properties for 7 years, and utilizes her experience in working with HUD, state housing finance and rental subsidy programs to reposition older housing developments and to develop new affordable communities. Ms. Collins has been involved in financing, managing and development multifamily and affordable housing for more than 25 years and worked for Boston Capital Corporation and its predecessor, for 12 years where she served as Senior Vice President of Acquisitions. During her tenure at Boston Capital, she was responsible for placing more than \$120M of equity investments in affordable housing developments. She worked for the Boston based real estate developer, Trinity Financial, Inc. as a Project Manager, and prior to joining Peabody Properties in the fall of 2005, was a Senior Vice President at Collins Nicks & Compan

## **Building Self-Sufficiency for Low-Income Families**

Moderator:

Geeta Pradhan is Associate Vice President, Programs at The Boston Foundation, responsible for overseeing the Foundation's eight key strategies related to its *Thriving People/Vibrant Places* framework. Over her decade of work at the Boston Foundation, Geeta co-created the Boston Indicators Project, launched a 5-year special initiative on the digital divide in Boston, initiated and developed a strategy to support the nonprofit sector, and oversaw the housing and community development strategy. She helped create *Massachusetts Nonprofit Network*, the state association of nonprofits, *Neighborhood Stabilization Loan Fund* to turn around foreclosed properties in neighborhoods; and the *Catalyst Fund for Nonprofits* to support transformational collaborations and mergers among nonprofits. Geeta has over twenty five years of experience in the field of community development. She has worked on, written about and presented extensively on issues of community development and design, technology and its impact on society, sustainable development, indicators of social change, organizational effectiveness, and the future of cities. Co-authored reports and studies include two Boston Indicators reports: *The Wisdom of Our Choices*, 2000; *Creativity and Innovation: A Bridge to the Future*, 2002; *Boston*

*Unplugged: Mapping a Wireless Future*, 2006; *Passion & Purpose: Raising the Fiscal Fitness Bar* in 2008; and *Passion & Purpose Revisited: Massachusetts Nonprofits and the Last Decade's Financial Roller Coaster* in 2012.

Panelists:

Christopher Norris is the executive director of the Metropolitan Boston Housing Partnership, Massachusetts' largest regional provider of rental assistance and housing services. Prior to coming to MBHP, Mr. Norris spent 10 years as the assistant director of Citizens' Housing and Planning Association (CHAPA), where he was responsible for directing the organization's state legislative policy work. Before that, he served as the coordinator of the National Consumer Law Center's Foreclosure Prevention Program. He received his Bachelor of Arts degree from the University of the Pacific in 1988 and his JD from the Massachusetts School of Law in 1991. He serves on the board of directors of the Chelsea Neighborhood Developers, Homeowner Options for Massachusetts Elders, The Massachusetts Community Banking Council, and the Massachusetts Nonprofit Housing Association.

Elisabeth D. Babcock (Beth) is the President and CEO of the Crittenton Women's Union (CWU). In this role, she oversees the \$10 million organization and drives its research and innovation strategy to consistently deliver new programmatic and public policy approaches expediting pathways out of poverty. CWU provides groundbreaking economic mobility mentoring, housing, education and workforce development programs, performs applied research, and conducts public advocacy initiatives designed to eliminate obstacles to economic self-sufficiency. Prior to joining CWU in 2006, Beth was the President and CEO of Hearth, a nonprofit organization that she developed into a nationally-recognized model of supported housing, advocacy and research for homeless elders. Before joining Hearth, she was the Vice President of Strategy for Northeast Health Systems, a \$285 million-dollar vertically-integrated health care system.

## **Fair Opportunity: Rebuilding the Foundation for Fair Housing**

Moderator:

David J. Harris is the Managing Director of the Charles Hamilton Houston Institute for Race and Justice at Harvard Law School. In addition to his overall management of the Houston Institute, David has been involved in the formulation and promotion of the Community Justice approach to public safety. Prior to assuming this position he served as founding Executive Director of the Fair Housing Center of Greater Boston. He previously served as a fair housing investigator with the U.S. Department of Housing and Urban Development, before which he was a Civil Rights Analyst with the U.S. Commission on Civil Rights, both in Washington, D.C., and the New England Regional Office. He holds a Ph.D. in sociology from Harvard University, a B.A. from Georgetown University and has served as an adjunct faculty member of Cambridge College. David serves on the boards of several non-profit organizations, and is the past President of the Board of Directors of the Massachusetts Foundation for the Humanities. He has been named Chair of the Massachusetts Advisory Committee to the U. S. Commission on Civil Rights and chairs the Medford Human Rights Commission.

## Panelists:

Francisca Fajana is a Staff Attorney at the Massachusetts Law Reform Institute where, since 2001, she has directed the agency's Race Equity Project, which examines, heightens awareness about, and addresses the intersection of race and poverty. Fran has successfully litigated fair housing, fair credit and improper criminal history dissemination cases in Federal and State courts, argued before the Massachusetts Appeals Court, and secured legislative and administrative victories reforming the state's criminal history dissemination practices. She is the author of several published articles on race and poverty and participates in national dialogue on the subject. In 2009, in collaboration with a renowned research institute, Fran spearheaded a statewide comprehensive examination of the spatial mismatch of opportunity culminating in the publication of an opportunity mapping report. Prior to MLRI, Fran worked for many years as an Advocacy Coordinator and Staff Attorney at a legal services program.

Henry Korman is of-counsel to Klein Hornig LLP, a law firm with offices in Boston and Washington and broad expertise in all aspects of affordable housing development, including business organization, the financing of affordable housing for both lenders, syndicators, and non-profit and for-profit developers, land use and zoning, regulatory matters, and other areas. He specializes in affordable housing development, civil rights and fair housing, and in the transactional, financing, operational, and compliance requirements associated with local, state and federal affordable housing programs. He provides legal representation to public housing agencies, non-profit and for-profit developers, property managers, asset managers, social services providers, housing industry consultants, and local and national civil rights and advocacy organizations in a wide array of matters from closing the financing in complex affordable housing transactions, to compliance matters such as permanent supportive housing, relocation, fair housing and civil rights. Mr. Korman's background includes service as in-house transactional and corporate counsel to The Community Builders, a national non-profit affordable housing developer, providing representation in complex transactions involving such programs as low income housing tax credits, tax exempt bond financing, and HOPE VI and HOME funds. He also served as a civil rights specialist at the U.S. Department of Housing and Urban Development, and for nearly twenty-five years in civil legal services as a litigator, housing and fair housing specialist.

Carol Ridge Martinez is the Assistant Director of Planning and Development for the City of Chelsea. She has worked in Chelsea doing neighborhood planning and mixed income housing development for over 18 years. She began work in Chelsea while it was in Receivership in the 1990s. Her focus has been on building sustainable communities and increasing opportunity for low and moderate income residents in diverse neighborhoods. She has experience in both the public and non-profit sectors. She has worked for the City of Boston, Union Neighborhood Assistance Corporation and Chelsea Neighborhood Housing Services.



## **Zoning Tools to Grow Neighborhoods and Energize Local Economies**

Moderator:

Marc Draisen has served as the Executive Director at MAPC since 2002. Mr. Draisen leads the agency's staff in their work to provide technical and professional services that improve physical, social, and economic health for the people who live and work in the Metro Boston region. MAPC's work covers a wide range of areas related to smart growth and regional collaboration, including transportation, land use, water resources, clean energy, public safety, public health, housing, economic development, and collective procurement.

Panelists:

Peter Hechenbleikner has been Town Manager of the Town of Reading, Massachusetts since 1986. He is the first Town Manager in Reading. He has a BA in Political Science from the University of Cincinnati and an MS in City and Regional Planning from Pratt Institute. Former work experience includes working for Raymond, Parish, Pine and Wiener Planning Consultants in Tarrytown, NY; Town Planner in Pequannock Township, NJ; Community Development Director in South Brunswick, NJ; and Township Administrator in Plainsboro, NJ.

Marcia Rasmussen is a licensed Landscape Architect and holds a bachelor of Landscape Architecture and masters in Public Affairs. After working for the City of Syracuse Dept. of Parks and Recreation, then in private sector multi-discipline design offices in Syracuse, NY and in Providence, RI, she returned to municipal work for the Town of Concord, MA. As Concord's Director of Planning & Land Management, Ms. Rasmussen supervises four divisions that are responsible for all development in the community. She was responsible for coordination of the 2005 Comprehensive Long Range Plan, the 2010 West Concord Master Plan, and supported the 2010 Housing Production Plan update. She is proud of Concord's commitment to reach the State's affordable housing goal, which was achieved in 2011, and its ongoing efforts to maintain that percentage.

Jennifer Raitt serves as Chief Housing Planner and Manager of Subregions at MAPC. She has been at MAPC since 2007. She provides direct housing and planning technical assistance to municipalities, engages in regional and statewide housing policy initiatives, and coordinates the eight coordinators of MAPC's Subregional Councils. Prior to joining MAPC, Ms. Raitt served as Executive Director for North Shore Housing Trust (now Harborlight Community Partners) where she developed affordable housing throughout Essex County and advanced local and regional affordable housing initiatives. Ms. Raitt spent seven years working as Community Development Director for the Town of Amesbury.

## **Smaller Municipalities: Strategies for Community Development**

Moderator:

Joe Kriesberg is the President and CEO of MACDC. He first joined MACDC in 1993 as Vice President and served in that capacity until he became President in July 2002. He oversees the

agency's advocacy work with public and private sector entities, its capacity building work with members, its long term strategic planning, its collaborations and partnerships and internal operations. He has launched several innovative new programs at MACDC, including the Mel King Institute for Community Building, the GOALs Initiative, the biennial MACDC conventions and the Community Development Innovation Forum – a collaborative process to identify and implement strategies to help the field adapt to the changing context for its work. During his tenure Joe has led the association's legislative advocacy work. He has helped to pass many important bills through the Massachusetts Legislature, including the groundbreaking Insurance Industry Community Investment Act (1998,) the Affordable Housing Trust Fund (2000,) the Small Business Technical Assistance Program (2006,) a comprehensive anti-foreclosure law (2007) and a new law to help preserve so-called “expiring-use” affordable rental communities (2009.)

#### Panelists:

William D. Roth, Jr. is the Director of Planning and Economic Development for the Town of Fairhaven. Mr. Roth has been the Town's Planning and Economic Development Director for the last 11 years. He holds a Bachelors of Landscape Architecture from the University of Georgia. He is a Registered Landscape Architect and a Certified Planner, and has over 22 years of experience in municipal planning and community development. Mr. Roth is extremely familiar with DHCD's and the Commonwealth's grant procedures for contracts, procurement, standards and terms, reporting, and reimbursement. Since working for the Town, Mr. Roth has been responsible for administering numerous Federal and State grants for a combined total of approximately \$ 20 million dollars. He understands the programmatic and financial requirements of the grant programs, and has managed the grants for Town, State and Federal audits requirements.

Donna Cesan is Director of Community development for the Town of Adams. Ms. Cesan has over 26 years of community planning, development, and grants management experience. She earned her undergraduate degree from Utah State University in Logan, Utah and she received a Master's Degree in Urban and Regional Planning from Virginia Commonwealth University in Richmond, Virginia. She worked for Chesterfield County, Virginia for seven years in various planning positions, including community planning, development review, and zoning administration and worked for six years as an environmental planning manager for the Commonwealth of Virginia in that state's Chesapeake Bay Program. A member of the American Institute of Certified Planners, Ms. Cesan has held the position of Community Development Director for the Town of Adams, Massachusetts for the past 12 years.

### **Innovative Approaches to Serving Individuals who are Chronically Homeless**

#### Moderator:

Dr. Huy Nguyen joined the Boston Public Health Commission as medical director in December, 2011. Among other projects, he is working on improving the integration of the city's public health initiatives with Boston's many primary care resources. Since 2003, he has worked as a primary care pediatrician at the Dorchester House Multi-Service Center, a community health

center in Fields Corner, Dorchester. His focus has been on promoting early childhood literacy and culturally competent care for families of different backgrounds. Dr. Nguyen has also worked to create a teen-friendly clinic environment by ensuring that adolescents have ready access to care that acknowledges their increasing independence and concerns for confidentiality. He continues to provide pediatric primary care part-time at the Dorchester House.

#### Panelists:

Joe Finn was named executive director of the Massachusetts Housing and Shelter Alliance (MHSA) in 2003. Joe has worked on homelessness issues for nearly 20 years. Prior to coming to MHSA, Joe served as executive director of Shelter, Inc. in Cambridge (now Heading Home) and Quincy Interfaith Sheltering Coalition in Quincy (now Father Bill's and MainSpring). Throughout his career, Joe has concentrated on the expansion of permanent supportive housing opportunities for individuals, including chronically homeless individuals, the most difficult to serve segment of the homeless population.

Lyndia Downie, President and Executive Director of Pine Street Inn, has spent her entire professional career at Pine Street, celebrating her 25th anniversary in 2009. During her tenure as President, a position she assumed in 2000, Ms. Downie has transformed Pine Street Inn, creating partnerships with other nonprofits, state legislators, business leaders and philanthropists to facilitate the organization's work. With a \$34 million budget and services provided at 36 sites, Pine Street is the largest agency in New England serving homeless individuals. It offers a full continuum of services ranging from street outreach, emergency shelter, and job training, to permanent housing services with on-site support for more than 1,300 homeless individuals and a small number of families every day. As a result of her leadership and vision, Pine Street is now the largest developer of affordable housing for formerly homeless men and women in the region.

### **New Approaches for Creating Supportive Housing**

#### Moderator:

Lisa B. Alberghini, President of the Planning Office for Urban Affairs, has 30 years experience developing affordable and mixed-income housing and has managed development efforts on nearly 2,500 units of housing. Ms. Alberghini joined the Planning Office in 2001. In her capacity as President Lisa is responsible for the overall operations of the Office including its housing development and advocacy work, social justice initiatives, and exploring the potential of developing surplus Archdiocesan property into affordable housing. In addition to directing the efforts of the Office, Ms. Alberghini plays a significant role in the region in affordable housing policy. She is actively involved in creating innovative approaches to producing affordable housing in the context of mixed-income communities, in addressing the foreclosure and homelessness crises, in advocating for additional affordable housing resources at the State and Federal levels, and in providing Congressional and Legislative testimony to encourage effective policies and tools for affordable housing production. Prior to joining the Planning Office Ms. Alberghini was the Director of the Boston Office of The Community Builders, Inc., a nationally prominent non-profit housing developer. As Director of the office, Lisa oversaw the work of the Development, Property Management, Human Services and Legal departments in conjunction

with department directors. Over her 18-year tenure with The Community Builders Ms. Alberghini managed development efforts on nearly 1600 units of housing in a wide variety of residential developments throughout the Boston metro region.

Panelists:

Kristina Hals is a community planner and policy analyst with expertise in research and planning related to supportive housing, and many sectors of the interdisciplinary end-to-homelessness field. At the DHCD conference, Kristina is representing MassHealth and the strategic partnerships associated with the Money Follows the Person Demonstration Re-balancing program for people with disabilities and elders. Ms. Hals worked for the last 15 years as an independent consultant and for the national intermediary non-profit, TAC Inc, carrying out primary research, strategic planning, and technical assistance in the HUD Homelessness Continuum of Care arena. She also worked previously at AIDS Housing Corporation facilitating the design of and researching the needs for HIV/AIDS service enriched housing across New England. Intermittently, Ms. Hals provided independent consulting to ICHH, EOHS state agencies, local philanthropic foundations, and national intermediary groups.

Howard Cohen is Chief Executive Officer of the Beacon Communities LLC, is a privately owned multi-family real estate development, acquisition, and management company of which Howard is the founder and principal partner. Beacon develops both rental and ownership projects. Beacon owns and manages a diverse portfolio of over 12,000 market rate, mixed income and affordable apartments in seven states. Prior to joining Beacon in 1996, Howard provided legal counsel to real estate developers and public agencies including a fifteen year partnership with the law firm Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, P.C. and as general counsel at the Massachusetts Housing Finance Agency and the Cambridge Housing Authority. He started his career as a staff attorney at the Massachusetts Law Reform Institute.

## **Today's Homeownership Landscape**

Moderator:

Since 1998, Jeanne Pinado has been the Chief Executive Officer of Madison Park Development Corporation (Madison Park), a Roxbury non-profit community development corporation. Madison Park has developed 1,250 units of multi-family housing and owns two commercial buildings. The organization has developed 113 affordable homeownership units, including the nationally recognized Davenport Commons project. Prior to joining Madison Park, Ms. Pinado served as a Senior Equity Investment Officer at Massachusetts Housing Investment Corporation (MHIC) and served as a Project Manager for Metropolitan Structures, working on development of commercial office buildings.

## Panelists:

Daniel McCue is Research Manager at the Joint Center, focusing on housing markets, rental housing as well as multiple housing policy issues. He project manages and is a lead researcher for the Center's signature report State of the Nation's Housing. Prior to joining the Center in 2005, Dan was an associate planner at the Berkshire Regional Planning Commission in Pittsfield, Massachusetts. He is a graduate of Williams College in Williamstown, Massachusetts and holds a Master in Urban Planning degree from the Harvard University Graduate School of Design.

Peter Graham is the Director of Housing Development at Just A Start Corporation, a 44 year old CDC in Cambridge MA. Peter is responsible for all aspects of an active development division with over \$7 million in annual development activity covering a wide range of development endeavors, ranging from capital improvements on an existing portfolio of over 590 rental units to new multimillion-dollar developments. Peter joined JAS in 2006 after completing a \$40 million redevelopment of a historic city block in Downtown Providence, RI for Keen Development Corporation (KDC) and the late Bob Kuehn. While at KDC, Peter was responsible for several large multifamily developments involving complex layered financing including federal low income and historic tax credits. Peter's experience in affordable housing includes work as a Project Manager at the Somerville Community Corporation and Allston Brighton CDC, where he oversaw all aspects of the development process including portfolio Asset Management. **Peter**

Peter Milewski has served as MassHousing's Director of the Mortgage Insurance Fund (MI Fund) for 12 years. The MI Fund has been operational since 1989 and has written more than \$3 billion in residential mortgage insurance and currently has \$2 billion in mortgage insurance in force. In January 2010, the MI Fund secured a ratings equivalency from Standard & Poor's of A+ making it the highest credit rated, public or private mortgage insurance provider in the country. He also serves as MassHousing's Manager of the Homeownership Business Development Department. Peter was part of the management team at MassHousing that re-engineered its Home Ownership business platform.

Gina Govoni, MHP Homeownership Director, oversees the SoftSecond Loan Program, MHP's successful mortgage program for first-time homebuyers. She is responsible for the administration of a program that has made over 15,000 loans since it was created in 1991. She is active in the affordable home mortgage field, serving on the board of the Massachusetts Homebuyer Education Collaborative and on the Mortgage Lending Committee of the Massachusetts Community and Banking Council. In addition, she is currently serving as the gubernatorial appointee and Chairman of the Board of Directors of the Natick Housing Authority.

## Realizing the Potential of Transit Oriented Development

### Moderator:

Anthony Flint is a fellow and director of public affairs at the Lincoln Institute of Land Policy, a think tank in Cambridge, Mass., author of [\*Wrestling with Moses: How Jane Jacobs Took on New York's Master Builder and Transformed the American City\*](#) (Random House) and [\*This Land: The\*](#)

[\*Battle over Sprawl and the Future of America\*](#) (Johns Hopkins University Press), published in paperback in Fall 2012 with a new Introduction; and co-editor of [\*Smart Growth Policies: An Evaluation of Programs and Outcomes\*](#) (Lincoln Institute). He has been a journalist for over 25 years, primarily at The Boston Globe, a policy advisor on smart growth for Massachusetts state government, and a visiting scholar and Loeb Fellow at Harvard University's Graduate School of Design. He is a regular contributor to The Boston Globe and The Atlantic Monthly's [The Atlantic Cities](#), as well as The Next American City, Planning magazine, Planetizen, [Citiwire.net](#), Architecture Boston, GlobalPost, and many other publications.

#### Panelists:

Ted Tye is Managing Partner of Newton, MA-based National Development and oversees the firm's major development projects. He has been involved in developing award-winning office, retail, residential and senior housing projects for almost 30 years. He is a frequent speaker on real estate matters at area universities and before professional groups. Ted is past board chair and president of NAIOP Massachusetts, the state's commercial real estate development association. He is a co-owner, Maine Red Claws (National Basketball Association Development League) and co-founder and former chairman, Worcester Tornadoes minor league baseball team (sold in 2009). Ted received his B.A. in political science from Tufts and his M.B.A. from Harvard Business School.

David Mohler has been the Executive Director for Planning at the Massachusetts Department of Transportation since 2007. He brings a wealth of expertise to that roll in all policy areas of transportation, including federal, state, and local perspectives. Mr. Mohler came to the Commonwealth in 1994 after a distinguished career with the Florida Senate Transportation Committee. He then joined the Central Transportation Planning Staff (CTPS) where he was responsible for the development of the Transportation Improvement Program and long-range financial planning for the Boston Metropolitan Planning Organization. In 2003, he joined the Massachusetts Department of Transportation as Deputy Director of the Office of Transportation Planning; a position he held until his appointment as Executive Director. Mohler has been a member in good standing of the American Institute of Certified Planners since 2001. He holds a J.D. from the Florida State University College of Law and a Bachelors Degree in Government and Politics from the University of Maryland.

Colleen Corona was elected to the Easton Board of Selectmen in December 2003. She is currently in her fourth term and has served as Board Chair for the last 8 years. Colleen is a Board Member of the Massachusetts Municipal Association and the Massachusetts Selectmen's Association. She also serves on the Governor's Local Government Advisory Commission.

## **Neighborhood Stabilization: Next Steps to Address the Foreclosure Crisis**

Moderator:

Joe Flatley is President and CEO of the Massachusetts Housing Investment Corporation (MHIC). He has led the organization since it was founded in 1990 as a private non-profit whose mission is to be an innovative financier of affordable housing and community development. Over the twenty-one year period since its inception, MHIC has invested over \$1.8 billion in 430 projects – for the creation of more than 15,600 units of affordable housing and more than 3 million square feet of commercial space. MHIC has been a leader in the creative utilization of the New Markets Tax Credit program to finance community development projects and has been awarded eight allocations of New Markets Tax Credits totalling \$612 million. Prior to MHIC, Joe served for many years in a number of positions in state government advancing affordable housing and community development, including Director of the Massachusetts Housing Partnership, Assistant Secretary for the Massachusetts Executive Office of Communities and Development (EOCD), and Chief Planner with the Office of State Planning. Joe is a native of Chicago, and is a graduate of MIT and Harvard University, where he earned degrees in city planning.

Panelists:

Brenda became Executive Director of CHAPA in April 2012, and is responsible for managing and overseeing all aspects of the agency's work. Brenda is a nationally-recognized expert in affordable housing, with over 20 years of experience in the field. She previously served as Executive Director of the Housing Action Coalition of Rhode Island, a statewide advocacy organization, and as Executive Director of the Housing Network, the Rhode Island trade association for CDCs. Brenda is also a founding member of the New England Housing Network, the regional organization initiated by CHAPA in 1995, and serves on the Board of the National Low Income Housing Coalition. She has a Bachelor of Arts in Political Science/Economics from Providence College and a Juris Doctor from Washington College of Law at American University.

Ann Houston has served as Executive Director of The Neighborhood Developers since 2004. TND undertakes fine grained revitalization work in distressed neighborhoods in Chelsea and Revere Massachusetts, while expanding housing choices in stronger neighborhoods to build equitable communities. The work employs three integrated investment strategies to build vibrant and sustainable neighborhoods: real estate development to strengthen housing markets and to expand affordable housing inventory; community engagement to foster a resilient social fabric and civic infrastructure, and financial education and workforce development to increase resident prosperity. Ann came to TND with 25 years of real estate experience, with a primary focus on affordable housing.

Greg Dekermenjian is an Assistant Attorney General in the Office of the Attorney General, Martha Coakley.